

**State CIO  
Agency IT Plan  
2007 – 2009 Biennium**

**Agency IT Plan**

**Office of State Personnel**

**October 2006**

**State CIO  
Departmental/Agency IT Plan  
2007-2009 Biennium**

**Office of State Personnel Agency IT Plan**

**October 2006**

**Table of Contents**

<b>CHAPTER 1 - DEPARTMENTAL/AGENCY STRATEGIC BUSINESS INITIATIVES AND MAJOR BUSINESS REQUIREMENTS.....</b>	<b>3</b>
<b>CHAPTER 2 - REQUIREMENTS FOR TRANSITIONING EXISTING IT ACTIVITIES/RESOURCES.....</b>	<b>4</b>
CURRENT PROJECTS .....	4
APPLICATIONS .....	5
INFRASTRUCTURE ASSETS .....	5
OPERATIONS/IT MANAGEMENT.....	6
HUMAN RESOURCES .....	6
<b>CHAPTER 3 - IT SPECIFIC ECONOMIC-DRIVEN REQUIREMENTS OR OPPORTUNITIES.....</b>	<b>6</b>
<b>CHAPTER 4 - IT INITIATIVES DEVELOPED FROM AND ALIGNING WITH PLAN DRIVERS .....</b>	<b>7</b>
INITIATIVE: .....	7

# **Chapter 1 - Departmental/Agency Strategic Business Initiatives and Major Business Requirements**

The mission of the Office of State Personnel (OSP) is to lead and develop an effective human resource system that supports the state and local government entities in meeting their goals and objectives while maintaining the integrity of the system.

In order to fulfill our Mission Statement, OSP ensures that Human Resource Management in North Carolina state government:

- is a leader in agency planning and implementation of strategic business and OSP objectives;
- uses metrics to measure everything that is important;
- develops clear goals and objectives that promote a performance culture;
- communicates a consistent message that focuses management and employees on performance improvements;
- routinely recognizes and publishes organizational successes and failures;
- makes decisions based on data;
- ensures on-time delivery of human resource products and services to improve the quality of life for state employees and for the citizens of North Carolina.

Office of State Personnel agency strategic goals:

- Develop predictive analysis tools, processes, and models that connect to workforce planning and drive decision making;
- Develop a Performance Management System that is accurate, simple and meaningful for managers;
- Educate key stakeholders on human resources system and proposed improvements;
- Improve and/or modify North Carolina's human resources system utilizing strategic research of best practices;
- Establish workforce planning model utilizing strategic planning process;
- Develop programs, tools, and processes to recruit, retain, and develop qualified HR staff throughout the system.

## Chapter 2 - Requirements for Transitioning Existing IT Activities/Resources

### Current projects

#### **Personnel Management Information System ongoing support /transition to BEACON:**

The Personnel Management Information System (PMIS) is an on-line, real-time IMS/DB2 mainframe system that was custom-designed with OSP resources. PMIS serves all agencies and universities in State Government subject to the State Personnel Act (SPA), including some exempt from the State Personnel Act (EPA), at the request of individual agencies. PMIS has been continuously enhanced throughout its 25+ year life to accommodate the constant change in HR trends, policy administration, and laws implemented by the General Assembly. PMIS heavily interfaces, and is partially integrated with the IMS databases of Office of State Controller's Central Payroll system and the Office of State Budget's Salary Control system.

PMIS was designed with technology that was considered leading edge at the time of the project's inception, but the technology and the system have since become outdated. As IT staff members leave OSP, it is challenging to replace them with employees who have the knowledge and skills needed to support the technology used in the system. Therefore, it is becoming more difficult to promptly respond to the constant changes required to keep the system current with the business needs.

The Office of State Controller (OSC) Building Enterprise Access for NC's Core Operational Needs (BEACON) project, is a "statewide collaborative effort to transform the way the State of North Carolina does business by modernizing and standardizing key business processes in human resource management", and other key core business areas, according to the BEACON project web site. The first phase of the BEACON project is to replace PMIS and Office of State Controller's Central Payroll System with SAP Enterprise Resource Planning software.

The BEACON project objectives are in direct alignment with the strategic goals of the Office of State Personnel. OSP Director Thomas Wright fully endorses and supports the BEACON project. The BEACON steering committee oversees the project, of which Director Wright is an active member. He has also committed agency resources to support and assist the BEACON project team in implementation of the project.

**IT Consolidation:** OSP has been a pilot agency of the IT Consolidation project sponsored by the Office of Information Technology Services (ITS). The mission

of the project is to “improve technology investments by focusing on the consolidation of network, data center, security, desktop and local area network operations and services”, according to the project mission statement.

Service level agreements between OSP and ITS were established effective July 1, 2006. ITS provides services to OSP for the following areas: Customer Service Center; Local Area Networks; Desktop Services; Hosting; and Information Security Consulting and Support Services. OSP is currently in the transition phase of consolidation. Transfer of all services is expected to be complete by December 31, 2006.

## **Applications**

PMIS will require on-going maintenance and support until BEACON is fully implemented statewide (target date for full BEACON implementation is June 30, 2008):

- Maintain all sub-applications of the PMIS Human Resource (PMIS HR) legacy system (2007-2008)
- Assist OSC with the transition of PMIS to BEACON (2007-2008):
  - Assist BEACON project team in implementation, including providing HR data transfer from PMIS
  - Transition/sunset/retire PMIS sub-applications
  - Workforce planning SAS Data Warehouse project (NC WORKS)
  - OSP Web pages and web sub-application maintenance
- Maintain PMIS HR System (2008-2009) components of the system that will not be replaced by BEACON (to be determined by OSC and OSP as requirements are defined).
- Transition plans for sub-applications and existing staff are still in the planning phase, and will be determined as the project scope and shared services center concept become more clearly defined.

## **Infrastructure assets**

The Office of Information Technology Services provides services for the Office of State Personnel in the following areas: Customer Service Center; Local Area Networks; Desktop Services; Hosting; and Information Security Consulting and Support Services; which includes asset refreshments, upgrades, replacements and additions.

## **Operations/IT management**

The Office of State Personnel Chief Information Officer (CIO) is responsible for the following areas:

- Oversight and approval of agency Information technology services and purchases
- Management of the application development team, including technical oversight, guidance, analysis and programming as needed.
- Agency security liaison between OSP and the office of Information Technology Services.

There may be opportunities to improve or consolidate the management of IT Services for OSP, and will be more apparent as the PMIS to BEACON transition plans become more concrete.

## **Human resources**

PMIS is being maintained by existing IT staff. No additional resources are needed for maintenance at this time.

The Office of State Personnel acquires services from ITS for certified project managers when projects require coordination for multiple agencies and/or outside vendors and resources. This ensures that the project will be managed to coordinate efforts with all parties involved, while also keeping in line with the State CIO's initiative to manage projects for superior results.

The Office of Information Technology Services provides services for the infrastructure; therefore no additional resources are needed at this time.

## **Chapter 3 - IT Specific Economic-Driven Requirements or Opportunities**

Transition plans for PMIS sub-applications, and for existing staff are still in the planning phase, and will be determined as the project scope and shared services center concept become more clearly defined.

## **Chapter 4 - IT Initiatives Developed From and Aligning With Plan Drivers**

### **Initiative: PMIS maintenance/BEACON transition**

#### **Summary/Description:**

The Office of State Personnel will be responsible for the maintenance of the legacy PMIS sub-applications and on-going operations, while assisting the Office of State Controller in the BEACON implementation.

#### **Major objectives to be achieved and benefits/value to the agency/state to accrue**

The BEACON HR/Payroll project initiative is in direct alignment with the strategic goals of the Office of State Personnel; in particular, it will improve and/or modify North Carolina's human resources system; and will provide analysis tools that connect to workforce planning and drive decision-making.

The first phase of BEACON will streamline the key business processes in human resource management and payroll to increase efficiency. This is one of many objectives and benefits cited by the Office of State Controller from the BEACON project web site at: [www.beacon.nc.gov](http://www.beacon.nc.gov).

#### **Timeframe**

OSC is planning for BEACON implementation statewide by June 30, 2008.

On-going support for all PMIS sub-applications will be required through June 30, 2008.

Any PMIS sub-applications that will not be replaced by BEACON will be determined as the BEACON scope is refined. OSP plans to support for these sub-applications, unless they are transferred under a shared services agreement. This will be determined as the shared services concept is defined in further detail.

#### **Relationship with other agency initiatives/projects:**

The Office of State Controller owns and manages the BEACON project. The Office of State Personnel, Information Technology Services, Office of

State Budget and Management and the Department of Transportation are overseeing the implementation of the project.

### **Relationship with statewide initiatives/projects**

The OSC BEACON project web site states that: "BEACON is the first major project in North Carolina backed by the legislation of Senate Bill 991; It will:

- Allow the state to operate as a seamless enterprise;
- Enhance the State's buying power;
- Provide better access to information for improved decision making".

### **Order-of-magnitude costs**

Two scenarios are provided for the 2-year total costs for Office of State Personnel PMIS maintenance:

Scenario 1: Total estimated IT costs for the OSP assuming full BEACON statewide roll out as of June 30, 2008 for:  
Fiscal years July 1, 2007 through June 30, 2009: \$2,298,780.

Scenario 2: Total estimated IT costs for the OSP assuming BEACON delay of rollout requiring full PMIS operations through fiscal year end June 30, 2009:  
Fiscal years July 1, 2007 through June 30, 2009: \$3,404,041.

Five year estimated IT costs scenarios:

Total estimated IT costs for OSP assuming full BEACON roll out as of June 30, 2008:  
Fiscal year July 1, 2007 through June 30, 2012: \$4,368,780.

Total estimated IT costs for the OSP assuming BEACON delay of roll out requiring full PMIS operations through fiscal year end June 30, 2009:  
Fiscal years July 1, 2007 through June 30, 2012: \$ 5,474,041